

**BUREAU OF OCCUPATIONAL LICENSES
STRATEGIC PLAN FOR FISCAL YEARS 2009 - 2014**

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This document contains the Strategic Plan for the Bureau of Occupational Licenses. The Bureau was created within the Department of Self-Governing Agencies by section 67-2601, Idaho Code. By written agreement, the Bureau provides 25 regulatory boards and commissions with administrative, investigative, legal, and fiscal services. All costs of operating the Bureau are paid from fees collected by those boards.

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MISSION STATEMENT

To assist the professional boards and commissions we serve in their mandate to provide for the protection of the health, safety, and welfare of the general public. To assist the public with understanding the role of professional boards and commissions. To assist applicants and licensees with processes and with understanding the rules and laws governing their professions.

VISION

To exceed the expectations of the boards and public we serve through competent, courteous, and creative service.

KEY EXTERNAL FACTORS

Economic and Population Trends

The 25 boards and commissions that contract with the Bureau of Occupational Licenses for services are subject to economic changes, population trends, and other factors that directly affect an applicant's entry into a particular licensed profession. These trends influence the number of new applicants and the number of licenses renewed annually, which in turn, impacts the amount of revenue collected by a board or commission for its operations.

The structure of the Bureau helps protect the boards and commissions from economic swings by sharing resources. Each board is benefited through the sharing of office space, Bureau personnel, and other operating overhead. Utilizing a single Bureau fund allows the boards some latitude when unexpected cash shortages occur from legal expenses, renewal downturns, investigative costs, or other factors.

Rapid Growth

The Bureau has experienced rapid growth in the number of boards served and the workload the past few years. Given that, the Bureau had accumulated a backlog of inspections and investigations. Below are some examples of the changes in workload over the past few years:

- The Bureau went from 19 boards and commissions in 2005 to 25 in 2008.
- The Bureau has averaged 400-600 calls per day since 2006 when we began tracking call volume.
- The number of investigations went from 299 in 2005 to 1178 in 2007 and 850 in 2008.
- The number of inspections conducted was 1,288 in 2005 and 2,135 in 2008.
- The number of licensees went from 29,800 in 2005 to 58,000 in 2008.
- The Bureau held 107 board meetings in 2005 and 154 in 2008.

The Governor and the Legislature recognized the need for additional help and provided two investigators and two support positions in the FY 2008 budget, bringing the staff total to 31. This additional staff has been very helpful to the Bureau in meeting the needs of the boards and the public. The Bureau continued to grow, adding two new boards in FY 2009. An FTP was transferred to the Bureau with these boards, bringing the staff total to 32 starting in FY 2009. These staffing increases will help keep pace with the workload. However, additional growth in the future may necessitate additional staff to fulfill expectations. Also, with each new board that is added, comes the need for more training for all Bureau personnel.

Technology

The need to keep abreast of technological advances is always a challenge. The Bureau's current licensing database has helped to automate processes and streamline the workload. That system will need to be updated at some point in the future. Technology is expensive, but helps ensure service delivery is keeping up with current trends such as on-line renewal. Adequate technology is key to efficient and effective service delivery.

Law and Rule Changes and Board Turnover

Each board and commission is subject to changes in the laws and rules that govern their respective professions. The Bureau presented 19 sets of rules and 14 sets of law changes to the 2008 Legislature. These changes were brought by the boards to keep

current with federal requirements, to streamline processes, and to keep pace with changes in their professions. Constant changes occur in board appointees requiring flexibility on the part of the Bureau staff to respond to educational needs and changes in board philosophy and direction.

Many boards are moving toward using third-party administrators for exams. While this will save Bureau staff time and serve the public by allowing exams to be offered more frequently, it is a change in the Bureau's processes. If this change reverts, it would be a significant impact on Bureau resources.

GOAL I. TO PROVIDE CONTINUED IMPROVEMENT IN THE SERVICE PROVIDED TO THE BOARDS.

Objectives	Action Plan	Performance Measures	Benchmarks	Key Strategies
Objective 1 Provide training and informational materials to improve the knowledge and effectiveness of Board members.	Revise and provide Board member orientation packets.	All new board members receive packets of information within 30 days of being appointed.	100%	1. Revise information by July of 2009. 2. Continue to make packet available on web.
	Provide training or information on Open Meeting law; Role of the Board; IBOL services and processes; and regulatory issues specific to each board's profession in Idaho and nationally.	Boards are offered training options annually.	100%	1. Schedule Open Meeting Law; and Role of the Board training as requested. 2. Assist Board members to attend national training in their profession. 3. Provide information on IBOL services and processes.
	Provide education for Boards and new members on the various discipline processes.	Make available as requested.	100%	Explain the role of the Board, the investigative unit, the Attorney General's Office, and the Administrative Attorney in discipline.
	Keep all board members informed of the status of pending law and rule changes.	Agendas for regular meetings always include legislative update item.	100%	1. Continue to have the legislative update as an agenda item. 2 Continue to contact board members when their law or rule changes are on the legislative committee agendas.
Objective 2 Provide for efficient and effective administrative support to the boards.	Review all documents for consistency among laws, rules, applications, and correspondence.	Schedule is complete and maintained annually.	100%	1. Develop a schedule for review of each profession's process and documentation. 2. Review all "incorporated by reference" documents.
	Review application documents and the website for compliance with legislative changes.	Full review done annually.	100%	
	Ensure all meeting agendas have correct time and place and are posted in a timely manner. Ensure all minutes contain accurate and consistent information.	All minutes posted two weeks after meeting.	100%	1. All minutes, agendas and other correspondence reviewed prior to sending or posting. 2. Spreadsheet to track minutes completion, review, and posting. 3. Minutes template, agenda template, and style guide to be reviewed and updated regularly.
	Maintain "To Do" lists and address items as soon as possible after a Board meeting. Communicate to the board regarding action taken on "To Do" items and follow-up needed.	All items are addressed by the next meeting.	0 items beyond the next regular meeting with the exception of ongoing items.	1. To do lists regularly reviewed by technical records specialists and management. 2. Regular reports to the Board on action taken.
Objective 3 Provide for efficient and effective investigation of complaints.	Continue to streamline the complaint intake process.	Complaint acknowledgement letter sent to complainant within two weeks.	No less than 95%	Continue to get files to investigators within 30 days of intake process completion.
	Complete investigations in a timely fashion.	Develop and define a goal for timeliness.	July 2009	1. Be sure that investigators are aware of law and rule changes. 2. Maintain past rule and law references electronically for investigators. 3. Review investigation and inspection documents annually. 4. Review processes annually. 5. Send quarterly caseload logs with prioritization to investigators.

	Move complaints through the process efficiently.	Screenings held with Attorney General's Office.	Monthly	Create sanctioning guidelines on past discipline for consistency in handling certain types of common discipline cases.
Objective 4 Provide for efficient and effective inspections.	Continue to streamline the inspection process while maintaining efficiency and effectiveness.	Provide quarterly inspection priorities.	Quarterly	1. Provide training regarding inspection duties. 2. Provide quarterly inspection priorities.

GOAL II. TO PROVIDE QUALITY SERVICE, ON BEHALF OF THE BOARDS, TO THE PUBLIC.

Objectives	Action Plan	Performance Measures	Benchmarks	Key Strategies
Objective 1 Focus on quality of service.	Require written communications and publications be error-free.	Error-free communications.	95%	1. Information entered into the IBOL system is entered correctly. 2. Minutes and agendas are reviewed by management prior to posting.
	Administration of exams will be fair and secure.			Continue the process of working with third party exam administrators and the Department of Labor.
Objective 2 Focus on customer service.	Return all calls and e-mails within two days.	Calls logs show 100% of calls returned in two days. E-mail records show the same.	100%	Institute back-up plans for when TRS is out.
	Continually look at internal process improvement.	Develop process change plan that will improve customer service.	December 2009	1. Review all forms, communications, and website for understandability. 2. Improve access to the web customer service survey.
	Improve staff skills in providing excellent customer service.	Create training program on customer service.	2010	1. Provide staff training on customer service. 2. Create an area where staff can meet with walk-ins.
	Ensure applications are easy to find and instructions are clear.	Identify changes needed for better usage of applications.	July 2009	1. Put applications higher on web pages and make application instructions easier to read and shorter. 2. Research allowing application submittal online. 3. Create ability to print a renewal application online for those who don't have a credit card.
Objective 3 Provide opportunities for outreach and education on IBOL and regulatory boards.	Utilize technology, such as the website, for education.	Measure the number of hits on the website annually and create a benchmark.	July 2009	1. FAQ on all board sites and a general one on main web page. 2. Put a search on the main page. 3. Sitemap for website. 4. Research putting a computer terminal in front area that the public can use to access website and staff can use to walk the public through processes or demonstrate where to find information. 5. Add the ability to order duplicate licenses online and wall certificates online. 6. Add ability to update address online.
	Offer presentations around the state on regulatory requirements.	Presentations offered to educational institutions, associations, and others.	As requested	1. Utilize opportunities with the media to get the word out about licensure. 2. Look into opportunities for outreach to organizations or groups affected by licensure.
	Allow for time to explain the process when conducting investigations or inspections or talking to the public regarding licensure.	Create information pamphlets.	2010	Provide pamphlets that can be handed out with IBOL general information to investigative staff and make them available on the web.

GOAL III. TO ENHANCE THE LEVEL OF EMPLOYEE SATISFACTION AND EFFECTIVENESS.

Objectives	Action Plan	Performance Measures	Benchmarks	Key Strategies
Objective 1 Provide training and materials to improve the knowledge and effectiveness of staff.	Create Manual for IBOL system for internal IBOL, web, and inspections.	Completion of manual with ongoing updates.	By Fall 2009	1. Create Manual and designate someone to update it. 2. Communicate with staff when changes are made in IBOL that affect all users.
	Provide for better communication.	All staff meeting held regularly.	At least three all staff meetings per year.	1. Hold regular all staff meetings with opportunities to interact. 2. Allow all staff the opportunity to interact to gain insight into the various aspects of licensure and enforcement. 3. E-mail when IBOL system changes affect all users. 4. Hold all-staff brief of rule and law changes at the end of the legislative session.
	Provide for more training opportunities.	Hold all staff training.	At least one per year.	1. Hold at least one all-staff training annually. 2. Allow staff to attend national conferences pertinent to their boards or pertinent to investigations as needed. 3. Provide board-specific trainings on issues and terminology.
	Create training and reference manuals for Investigations and Licensing Staff.	Complete manuals with ongoing updates.	By Fall 2009	
	Continue to work on IBOL policies and procedures as needed and required by law.	Update as required by law.	As required	
	Measure employee satisfaction.	Employees report that they are satisfied with the level of communication, training, overall satisfaction on survey.	8-10 rating on employee satisfaction	1. Create employee satisfaction survey. 2. Continue to use employee self-evaluation and state annual evaluation process for feedback.
Objective 2 Provide staff with resources necessary to provide effective, efficient service.	Continue to maintain computer hardware systems on a 3-year replacement schedule and software on a 5-year schedule.	Replacement schedules are met.	100%	
	Continue to promote online renewals to cut down on staff time needed to manually process.	Rate of online renewals.	50%	1. Research sending renewal postcard and only full renewal application upon request. 2. Research different charges for on-line versus paper to encourage more on-line renewals.
Objective 3 Provide opportunities for process improvement.	Review web for efficiency and effectiveness.	Create web review committee.	By 2010	1. Create frequently asked questions for each Board. 2. Survey web users. 3. Create online applications.
	Encourage consistent use of the IBOL automated system.	All staff in compliance with using the automated features of the IBOL system.	100% by 2010	1. Share information on using requirements. 2. Train on all aspects of system.
	Maintain an electronic file of past rules and laws for investigative and administrative purposes.	Files updated annually with changes.	100%	Research making old laws available.